

Memorandum



Date: September 15, 2006

To: Honorable Carlos Alvarez, Mayor
Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

From: George M. Burgess
County Manager

A handwritten signature in dark ink, appearing to read "G. Burgess", written over the printed name of George M. Burgess.

Subject: Miami-Dade Housing Agency Management Assistance Team Progress Report

Attached please find the Progress Report on the Miami-Dade Housing Agency (MDHA) prepared by Senior Advisor Cynthia W. Curry and the MDHA Management Assistance Team (MAT). Despite the many organizational changes, numerous concurrent audits and reviews, and changing requirements from the U.S. Department of Housing and Urban Development (USHUD), the mission at MDHA remains to place individuals and families in affordable housing. More importantly, expediting the number of affordable housing units produced by the County's housing programs is of utmost importance and our residents deserve no less. The attached Progress Report includes recommendations for consideration by the Board of County Commissioners regarding MDHA and the other affordable housing programs that will correct deficiencies at MDHA and advance our affordable housing agenda, as referenced in the Executive Summary and Management Assistance Team Initiatives Table. Finally, as detailed further in this memorandum, additional recommended actions to enhance our affordable housing agenda are included for Board consideration.

Background

The need for affordable housing is particularly acute in Miami-Dade County. Many factors add to the complexity of the issue and require that our housing programs produce results (families placed in affordable housing) with a heightened sense of urgency.

In recognition of the need for urgency, last summer I targeted the County's Housing and Economic Development programs to receive intensified attention. I have spared few resources as we move forward with the identification and resolution of organizational and programmatic deficiencies that have hampered the delivery of services. Staff has been recruited from many County agencies and we have engaged the assistance of outside entities such as the local USHUD office, Fannie Mae and the Tampa Housing Authority. Staff is also researching best practices implemented by public housing agencies around the country to identify initiatives that may work for Miami-Dade County. Furthermore, members of the MAT will be visiting public housing agencies that have been heralded for their programs. These visits will start with Tampa, Jacksonville and Atlanta. Other cities may be identified if needed.

I am pleased with the Team's accomplishments over the last several months as they have juggled the multiple tasks of addressing the day-to-day operations of the Agency, as well as, responding to the need to develop solutions to identified deficiencies. The Team's review reveals a chronic recurrence of issues associated with the rehabilitation and maintenance of housing stock; resident services; inspection of housing stock and timely payment of landlords; skills and competencies of employees; security and safety issues throughout housing developments; information technology investments; management of the Agency's waiting list and other issues that have negatively impacted the effectiveness of MDHA and its ability to deliver the desired results. Given the depth of the review conducted by the MAT, I believe that the issues that were reported in the *Miami Herald* have resulted from the chronic problems identified in the report. As a result of what the MAT has found, I have taken definitive steps to correct deficiencies that have impacted the agency for many years.

Much of the documentation attached to this memorandum is a detailed report on the major organizational and process review that has occurred, as well as actions taken and additional recommended improvements. The report will serve as a blueprint for the incoming MDHA Director who I expect to be appointed by the end of this calendar year. In the interim, the MAT will be tasked with follow up on all of the tasks and activities identified on the summary of initiatives developed from the review process.

It is important to address the notion that the County has not made strides in the production of affordable housing units. To that end, below are key areas where progress has been made.

HOPE VI

As we have reported in the past, Phase I of the HOPE VI project is currently under construction. Habitat for Humanity is currently underway with the development of 52 single family units which are scheduled for completion in January, 2008. Staff is working with Habitat to reduce the current schedule.

Phase II of the project is currently underway with the demolition of the final 314 former Scott-Carver units. This demolition is scheduled for completion by March of 2007. At the end of September, the County will be advertising the Request for Design Build Services for Phase II. Staff is working with USHUD to revise the construction schedule to complete the public housing component of the project (160 units) by the summer of 2009 and the home ownership units (254 units) by summer 2010. While we are required by USHUD to use competitive bidding for all facets of the contract award for the HOPE VI project, we are exploring ways in which we may use processes such as the Expedite Process to reduce the amount of time required to select the Design Build Team.

Ward Towers Assisted Living Facility

As is detailed in the MAT's Progress Report, the Board of County Commissioners approved Resolution R-903-00 in July 2000 authorizing the establishment of a Florida not-for-profit corporation, to be known as the MDHA Development Corporation. The intent of this action was to develop, through the use of Low Income Housing Tax Credits and other sources of funding, a state-of-the-art facility catering to the social, emotional and physical challenges of Miami-Dade County's frail and elderly population. The facility was completed in June, 2005 and is currently operated by the Miami-Dade Housing Agency as public housing for the elderly.

As of this date, the project is pending final closeout which will entail negotiation with the General Contractor to resolve pending change orders and the correction of certain building deficiencies. Furthermore, these deficiencies, specifically the completion of the therapeutic pool, must be completed in order for the project to receive the remaining payment from the tax credit investors. These funds, in turn, must be used to pay off the bonds by February 1, 2007. In the worst-case scenario, the cost estimate for the completion is approximately \$2.6 million. This amount breaks down as follows:

- \$800,000 - final construction payment (included in the construction contract)
- \$900,000 - disputed change orders (final value to be negotiated)
- \$900,000 - reduction in tax credits due to time delays

As a result of the urgent need to resolve these issues, I will be asking the Board of County Commissioners to authorize up to \$2.6 million from County Capital Outlay Reserve and/or a debt issuance, to complete the close out of the project.

Surtax Program Initiatives and Recommendations

Of all of the challenges facing the MAT, the investigation, analysis, and formulation of recommendations involving the Surtax Program are among the most critical because of the

importance of Surtax funds in leveraging affordable housing development. MAT members not only tracked the Surtax funds for the past five years but they also made site visits to all of the projects to ensure that status of these projects is accurate. The results of this review are within the attached report. In addition, KPMG has been contracted to perform a forensic review of the Agency's use of Surtax funds.

I have already taken steps to add additional controls to ensure that the review and approval process is transparent and effective, including the development of a new RFA process more aligned with the Universal Application process utilized by the Florida Housing Finance Corporation, the agency that administers the Low-Income Housing Tax Credit program. This improved RFA process will help us select developers and projects that represent the best investment we can make for more affordable housing. The modified RFA process is included in the Progress Report. It is important to note that there is a proposed mid-year RFA process that complements the cycle of award for federal and state housing tax credits to discourage ad-hoc submissions for gap financing. This mid-year RFA will be available to developers who have viable projects with awarded tax credits but need a limited amount of gap financing to move forward.

I have requested that staff review options for maximizing the use of Surtax funds to fast-track the development of affordable housing units. The first option is to issue bonds secured by Surtax funds; however, this would require future Surtax collections to be earmarked for debt service payments. A more viable option would be to create an insurance or guaranty fund capitalized with surtax receipts. This fund could be modeled after the Florida Housing Guarantee Fund and could be used to provide an additional level of security (credit enhancement) to lenders. The guarantee fund would allow private developers to secure first mortgage funds with less demanding loan underwriting requirements that are typical because the guarantee fund would be taking the first level of risk. Staff will continue to review these options, and specific recommendations will be presented to the Board for consideration.

Building Better Communities Housing Program

As you are aware, the Building Better Communities General Obligation Bond (GOB) Program includes \$32.3 million for the development of up to 341 units of public housing at six specific MDHA sites and \$137.7 million for the acquisition and/or construction of up to 450 housing units for low and moderate income families. The MAT is currently expediting the development of the public housing projects component of the GOB projects and is evaluating affordable housing units that are currently on the market for sale. The intent of purchasing these existing properties would be to preserve affordable units already existing in the community and not lose them to market and development pressures.

Affordable Housing Update

Below are the key findings regarding affordable housing in Miami-Dade County:

- There are approximately 82,000 government assisted housing units countywide (across all governmental jurisdictions); of that number, approximately 60,000 have received direct support from Miami-Dade County programs.
- Over the past five years, more than 9,400 affordable housing units at 103 different sites were completed and received subsidy from the County's Documentary Stamp Surtax Program, 4,195 of which were completed over the last three years.
- There are currently more than 5,598 affordable housing units that receive Surtax funds that are in pre-development or construction phases. Based on the current construction schedules, it is anticipated that 654 units will be completed by December 2006, 2,560 by December 2007, and 2,384 units in 2008 and beyond. Staff continues to review the status of projects and the number of units will change as projects are cancelled or added. The Board will be presented with a Quarterly Status Report on all open, closed, and cancelled development projects.

- Over the past five years, MDHA has disbursed more than \$67 million in second mortgage loans to 1,800 individuals and families seeking homeownership.
- The County's Infill Housing Initiatives Program (IHIP) has overseen conveyance or sale of 131 parcels that resulted in housing units; another 38 parcels are currently under construction.

Immediate Action Steps to Accelerate Housing Units

Despite the inventory of affordable housing noted above, the economic reality is that the need for affordable housing is ever-increasing. I concur with the action steps proposed by the MAT to expedite current programs and deliver affordable housing units sooner.

Extraordinary actions on the part of the Board are required to implement a number of these changes. Below for your consideration are recommendations I propose in addition to those detailed in the Progress Report to accelerate development of housing units. These actions must be implemented in the context with applicable Federal regulations that impact construction at public housing sites. Furthermore, we would also insure that there is competitive, albeit on an informal level. Several actions are interrelated and should be considered concurrently.

Action #1: Declare a public emergency in order to waive competitive bidding for architectural and engineering firms to complete work in order to accelerate the repair of vacant public housing units.

Action #2: Waive competitive bidding for general contractors and architects to complete work in order to accelerate implementation of the Building Better Communities General Obligation Bond projects.

Action #3: Approve gap funding to private developers for a total of 11 Tax Credit projects by the end of this calendar year which would result in completion of more than 1,400 housing units within 18 to 24 months.

Action #4: Lobby the State of Florida for additional Tax Credit funding cycles and allocations based on Miami-Dade's housing crisis; the State has added emergency funding cycles in the past.

Action #5: Expedite the development of single-family home ownership (infill) housing by implementing a series of administrative processes to correct development problems with County property (such as zoning, platting, clearing, and conveyance of title) and create a pool of qualified infill housing developers to accomplish such development.

Action #6: Accelerate the development of multi-family rental and/or owned affordable housing on five specific County-owned properties via an expedited competitive process to select development teams, with whom to negotiate development requirements and contracts, recognizing that the economic feasibility of such projects will likely require the inclusion of market rate housing.

Action #7: Donate 8,000 cubic yards of clean fill to Habitat for Humanity for the development of Phase I of the HOPE VI project. The estimated value of the fill is approximately \$60,000.

Action #8: Authorize up to \$2.6 million in County funds for the close-out of the Ward Towers ALF project.

Action #9: Review and approve revised ordinance and accompanying Administrative Order for the management of the Infill Housing program. These revisions address the need to make the program more accountable while removing many of the obstacles for development. Some of these obstacles include impact fees, connection fees and lengthy regulatory processes.

To achieve expedited processes and produce additional affordable housing in a compressed timeframe, I will be asking that the Board approve the attached draft resolutions. Additional resolutions to address some the actions listed above as well as other initiatives that require Board action will be forthcoming.

Agency Improvements

The MAT is implementing a number of initiatives within the organization. Key improvements are highlighted below.

Customer Service: The culture of the organization must change to reflect our countywide mission to deliver excellent service every day. The MAT has established a customer service component that will track all inquiries and complaints that come to the Agency, as well as coordinate with the appropriate MDHA division or other County agencies and programs.

Information Access: The MAT is working with the County's Government Information Center (GIC) to establish the Affordable Housing Resource and Information Center as a one-stop, web-based housing information clearinghouse. The site is expected to launch in October 2006 and will provide information on the entire array of housing programs for developers and individuals. For those without easy access to the internet, the same information will be available through the County's 311 Answer Center by November 2006.

Procedures: Formal procedures for all MDHA business areas are being established and followed. Communications within the agency are being strengthened and proper tools such as management information systems, records management and training of personnel are being implemented.

Public Housing/Section 8 Grievance Process: In an effort to put people first, the MAT has increased the pool of hearing officers, with assignments on a rotating basis to hear and render decisions. This will relieve the backlog of over 1,000 grievance hearings that are pending for applicants for housing.

Additional Information

Finally, I believe that this report clearly demonstrates that the task of developing affordable housing is one that requires the County's ability to partner with the private sector, as well as and other levels of government. Within the County, we must leverage resources including those involved in human services, community development, transit, regulatory agencies and others. We cannot and will not continue with the notion that providing affordable housing is solely the charge of the MDHA.

To ensure that this countywide perspective lives on beyond this report, I will be initiating organizational changes within the Manager's Office to help improve our focus on aggressive development of affordable housing units. The primary goal of these changes are to provide ongoing oversight and leadership to the focus on housing development across County agencies and to maximize and integrate social support services geared to affordable housing residents. More information about these changes will be provided under separate cover.

If you have any questions or concerns, please feel free to contact me directly at 305-375-1880 or Senior Advisor Curry at 305-375-4126.

Attachments

Approved _____ Mayor

Veto _____

Agenda Item No.

Override _____

RESOLUTION NO. _____

RESOLUTION WAIVING COMPETITIVE BIDDING REQUIREMENTS PERTAINING TO ACQUISITION OF ARCHITECTURAL AND ENGINEERING SERVICES NECESSARY TO CONSTRUCT COUNTY HOUSING PROJECTS TO BE DEVELOPED BY THE COUNTY DUE TO A VALID PUBLIC EMERGENCY; AND AUTHORIZING THE COUNTY MANAGER OR HIS DESIGNEE TO ENTER INTO CONTRACTS FOR SUCH SERVICES AND EXERCISE CANCELLATION AND TERMINATION PROVISIONS THEREOF

WHEREAS, because of the urgent need for affordable housing and to prevent homelessness of persons who need this housing, the County Manager has certified in the attached memorandum that a valid public emergency exists to employ architectural and engineering services for County housing projects for the rehabilitation of vacant units and the expansion of public housing on County-owned property to be developed by the County and

WHEREAS, the staff has determined this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that;

Section 1. This Board hereby certifies that for the reasons noted herein and in the accompanying memorandum a valid public emergency exists and there is a pressing necessity or exigency to contract with architectural and engineering professionals without complying with the requirements of Section 287.055, Florida Statutes, and Section 2-10.4 of the County Code. provided, nothing herein shall be construed to waive any competitive bidding requirements

imposed by federal law, unless a waiver of such requirements is authorized by applicable state or federal laws or regulations and any requisite findings as a prerequisite such waiver have been made.

Section 2. This County Manager is authorized to execute any necessary contracts for architectural and engineering services, as authorized by and subject to the limitations of Section 2-8.1(b) of the County Code, all as more particularly set forth in the accompanying memorandum from the County Manager.

Section 3. This Board hereby authorizes the County Manager or his designee to exercise any cancellation and termination provisions in any such agreements authorized pursuant hereto.

The foregoing resolution was sponsored by Commissioner
, offered by Commissioner , who moved its adoption. The motion was
seconded by Commissioner and upon being put to a vote, the
vote was as follows:

Joe A. Martinez, Chairman	
Dennis C. Moss, Vice-Chairman	
Bruno A. Barreiro	Jose "Pepe" Diaz
Audrey M. Edmonson	Carlos A. Gimenez
Sally A. Heyman	Barbara J. Jordan
Dorrian D. Rolle	Natacha Seijas
Katy Sorenson	Rebeca Sosa
Sen. Javier D. Souto	

The Chairperson thereupon declared the resolution duly passed and adopted this day
of 2006. This resolution shall become effective ten (10) days after
the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only
upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: _____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency. _____

Cynthia Johnson-Stacks

Approved _____ Mayor

Agenda Item No.

Veto _____

Override _____

RESOLUTION NO. _____

RESOLUTION AUTHORIZING THE COUNTY MANAGER TO EXPEND UP TO \$2.6 MILLION IN COUNTY FUNDS TO COMPLETE THE CLOSE OUT THE WARD TOWERS ASSISTED LIVING FACILITY HOPE VI PROJECT; AND AUTHORIZING THE COUNTY MANAGER TO NEGOTIATE, EXECUTE, AMEND, AND TERMINATE ANY AGREEMENTS NECESSARY TO EFFECTUATE THE TERMS OF THIS RESOLUTION

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board authorizes the County Manager to expend up to \$2.6 million in County funds to close out the Ward Towers Assisted Living Facility HOPE VI Project; and further authorizes the County Manager or his designee to negotiate, execute, amend and terminate agreement(s) to effectuate the terms of this resolution on behalf of Miami-Dade County, following approval by the County Attorney's Office.

The foregoing resolution was sponsored by _____ and offered
by Commissioner _____, who moved its adoption. The motion was seconded
by Commissioner _____ and upon being put to a vote, the vote was as
follows:

Joe. A. Martinez, Chairman
Dennis C. Moss, Vice-Chairman

Bruno A. Barreiro
Audrey M. Edmonson
Sally A. Heyman
Dorrin D. Rolle
Katy Sorenson
Sen. Javier D. Souto

Jose "Pepe" Diaz
Carlos A. Gimenez
Barbara J. Jordan
Natacha Seijas
Rebeca Sosa

The Chairperson thereupon declared the resolution duly passed and adopted this _____ day of _____, 2006. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: _____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency. _____

Terrence A. Smith

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No.

RESOLUTION NO. _____

RESOLUTION DECLARING 8,000 CUBIC YARDS OF
SURPLUS COUNTY-OWNED FILL TO HABITAT FOR
HUMANITY FOR THE DEVELOPMENT OF PHASE I OF THE
HOPE VI PROJECT

WHEREAS, 8,000 cubic yards of fill is owned by Miami-Dade County; and

WHEREAS, the County has no current use for the fill, thus retaining the fill is uneconomical and inefficient and serves no useful purpose; and

WHEREAS, Habitat for Humanity, Inc. (Donee) wishes to utilize the fill for in the construction of Phase 1 of the Scot Carver Hope VI project; and

WHEREAS, the Donee is a private not for profit organization as defined in Section 273.01(3) of the Florida Statutes, and is exempt from Federal Income Taxation by virtue of Section 501 of the Internal Revenue Code; and

WHEREAS, the Donee is an eligible community-based organization, as defined in Section 2-11.2.1 of the Code of Miami-Dade County; and

WHEREAS, Miami-Dade County General Services Administration has complied with the requirements of Section 2-11.2.1, by offering this fill to other Miami-Dade County agencies, none of which accepted the fill; and

WHEREAS, the property is eligible for donation under Section 274.05 of the Florida Statutes, and Section 2-11.2.1 of the Code of Miami-Dade County,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that:

Section 1. This Board declares the 8,000 cubic yards of fill in possession of Miami-Dade County as fill with a value of \$_____ to be surplus pursuant to Section 274.05 of the Florida Statutes, and Section 2-11.2.1 of the Code of Miami-Dade County:

Section 2. This Board authorizes donation of the fill to the Donee. The Donee shall be responsible for any and all costs of transferring and transporting the fill. The County Manager shall and is hereby directed to take any and all actions necessary to effectuate the intent of this resolution.

The foregoing resolution was sponsored by Commissioner _____ and offered by Commissioner _____, who moved its adoption. The motion was seconded by Commissioner _____ and upon being put to a vote, the vote was as follows:

Joe A. Martinez, Chairman	
Dennis C. Moss, Vice-Chairman	
Bruno A. Barreiro	Jose "Pepe" Diaz
Audrey M. Edmonson	Carlos A. Gimenez
Sally A. Heyman	Barbara J. Jordan
Dorrin D. Rolle	Natacha Seijas
Katy Sorenson	Rebeca Sosa
Sen. Javier D. Souto	

The Chairman thereupon declared the resolution duly passed and adopted this _____ day of _____, 2006. This resolution shall become effective ten (10) days after the date

of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an
override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: _____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency. _____

Cynthia Johnson-Stacks

Approved _____ Mayor

Veto _____

Agenda Item No.

Override _____

RESOLUTION NO. _____

RESOLUTION AUTHORIZING THE COUNTY MANAGER TO LOBBY THE STATE OF FLORIDA AND THE FLORIDA HOUSING FINANCE CORPORATION TO ENSURE MIAMI-DADE COUNTY IS RECEIVING THE MAXIMUM AMOUNT OF TAX CREDITS FOR THE DEVELOPMENT OF AFFORDABLE HOUSING PROJECTS IN MIAMI-DADE COUNTY AND AUTHORIZING THE INCLUSION OF THIS MATTER IN THE 2006-2007 LEGISLATIVE PACKAGE

WHEREAS, to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that the County Manager is authorized to lobby the State of Florida and the Florida Housing Finance Corporation to ensure that Miami-Dade County is receiving the maximum amount of tax credits for the development of affordable housing projects in Miami-Dade County and authorizing the inclusion of this matter in the 2006-2007 legislative package.

The foregoing resolution was sponsored by Commissioner _____, offered by Commissioner _____, who moved its adoption. The motion was seconded by Commissioner _____ and upon being put to a vote, the vote was as follows:

Dennis C. Moss, Vice-Chairman

Bruno A. Barreiro
Audrey M. Edmonson
Sally A. Heyman
Dorrian D. Rolle
Katy Sorenson
Sen. Javier D. Souto

Jose "Pepe" Diaz
Carlos A. Gimenez
Barbara J. Jordan
Natacha Seijas
Rebeca Sosa

The Chairperson thereupon declared the resolution duly passed and adopted this day
of 2006.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: _____
Deputy Clerk

Approved by County Attorney as _____
to form and legal sufficiency.

Assistant County Attorney

MDHA MANAGEMENT ASSISTANCE TEAM PROGRESS REPORT

EXECUTIVE SUMMARY

INTRODUCTION

This report is a follow-up to the Miami-Dade Housing Agency (MDHA) Management Assistance Team's (MAT) Preliminary Report, which was circulated to the Board of County Commissioners on July 18, 2006. Subsequent to the findings in that report, the County Manager asked Senior Advisor Cynthia W. Curry and the MAT to assume the day-to-day management of MDHA. The Team has also been charged with immediately addressing identified deficiencies, while continuing to perform reviews of additional areas of the MDHA that warrant heightened management attention. The Report is an update regarding the various activities underway at MDHA since the issuance of the Preliminary Report. It details additional findings and observations of the Team, as well as the specific actions and initiatives that have been completed, are underway or are being planned to address issues in the Agency (see attached Table summarizing key initiatives).

DIRECTOR'S OFFICE

- Reductions in federal funding over the last ten years have contributed to a chronic recurrence of issues associated with rehabilitation and maintenance of housing stock, resident services, inspection of housing stock, skills and competencies of employees, security and safety issues, investment and application of information technology, waiting list management and other issues that have negatively impacted MDHA operations.
- Over the last several months, MDHA has lost five of its senior employees, all of whom were key staff supporting day-to-day operations, with two additional employees pending disciplinary actions, and one demotion.
- The MAT has galvanized the talent and skills of many employees across the County, as well as U.S. Department of Housing and Urban Development (USHUD) local area office, Fannie Mae, Tampa Housing Authority, and others to assist in the filling of management voids in MDHA.
- The search for a permanent Agency Director is critical to instill a sense of stability to operations and normalize operations; a national executive search is underway with Bennett Yarger Associates and the appointment of a director is expected before the end of 2006.

- The MAT identified eight overarching management observations that consistently flowed throughout all aspects of the Agency: an unproductive and uninspired organizational culture, a lack of process and procedures or poorly conceived procedures that did not provide adequate controls and parameters, a communication disconnect inside and outside of the Agency, a lack of fundamental information technology infrastructure, the need for staff training, a lack of customer service focus, weak to non-existent records management and document control, and an overwhelming backlog of grievance hearings.

FINANCE AND ADMINISTRATION

- The Team found that the MDHA Finance and Administration Division was inadequately staffed with more recent resignations causing a serious knowledge gap in the Division; recruitment for a Finance and Administration Director and Assistant Director are underway; in the interim, the MAT requested support from the Tampa Housing Authority through a Memorandum of Understanding, and this arrangement is working well.
- The capital budget function in MDHA was disjointed, with the information on capital projects being tracked by staff from the Compliance Division with little or no oversight by Finance and Administration; this function will be transferred to the Budget Unit under Finance and Administration where the operational budget is managed.
- A comprehensive review of the entire table of organization will be undertaken to assess the most efficient and effective allocation of personnel; this is scheduled to be complete by the second quarter of FY 2006-2007.
- Over the last several years, federal funding reductions have had a negative impact on MDHA programs (funding was reduced from \$27.3 million in FY2001-02 to \$24.8 million projected for FY2005-06).
- The Public Housing subsidy, determined by U.S. Congress and USHUD, is still pending approval by Congress; although Calendar Year (CY) 2006 funding has recently been decreased, it is too early to determine the level of subsidy for CY 2007, and thus the net impact to MDHA's FY 2006-07 budget, will not be known until later this fall.
- The County Manager's FY 2006-2007 Proposed Resource Allocation Plan, accepted on first reading by the Board but subject to final approval on September 20th, includes \$15.5 million of funding for MDHA programs to include safety and security, rehabilitation of vacant units, and a rental assistance housing program.
- Beginning in CY 2007, USHUD will be implementing the Asset Management Projects (AMPs) methodology for determining the level of subsidy for housing agencies; this change will first be implemented in the Public Housing Division and then implemented agency-wide; this methodology will have extensive operational, managerial and financial implications for MDHA.
- With technical assistance provided by the Tampa Housing Authority, MDHA restructured the AMPs for its Public Housing Division and has resubmitted them to USHUD; this new grouping will allow for the opportunity for improved flexibility

and efficiency, and is expected to result in a higher level of funding than would have been received under the original AMP structure.

- The MAT, led by senior staff in the County's Enterprise Technology Services Department (ETSD), has assessed current technology issues at MDHA and has engaged the necessary services to address immediate needs; staff will continue to evaluate the long-term computer needs of the Agency; the budgetary impact of this component is still being quantified, but will be addressed in the FY 2006-07 mid-year amendment.
- At the request of the County Manager, a Miami-Dade County Office of the Inspector General (OIG) satellite office was established at the MDHA Central Office to engage in investigatory activities as appropriate. In addition, a confidential OIG hotline was established (305-644-5300).
- There are a variety of audits, reviews and/or investigations ongoing at MDHA to include: Office of the State Attorney, USHUD Office of the Assistant Secretary – Deloitte Financial Advisory Services Forensic Audit Team, Miami-Dade County's OIG, USHUD OIG, Miami-Dade County's Audit and Management Services Department, and the Miami-Dade Police Department's (MDPD) Public Corruption Bureau.
- The MAT, with assistance from the Office of Strategic Business Management (OSBM), redesigned the Active Strategy scorecard for MDHA to include initiatives and measures more reflective of the MDHA mission. The new scorecard is undergoing final review.
- The MAT has begun a review of best practices at housing agencies. Staff will be visiting the Atlanta and Jacksonville housing agencies within the next 30 days to obtain additional insights and information.
- MDHA's size and structure make it difficult to draw apples-to-apples comparisons with other housing agencies. MDHA is one of nine agencies categorized as "Extra Large" and is ranked 6th in the nation in terms of the size of its combined Public Housing and Section 8 Programs. In addition, MDHA is among the 5 percent of housing agencies that are a part of a local government; 95 percent are independent authorities.

DEVELOPMENT AND LOAN ADMINISTRATION

- DLAD is principally responsible for managing the Documentary Stamp Surtax (Surtax) and the State Housing Initiative Program (SHIP) funds to provide affordable housing.
- The large majority of Surtax funds are generated by a fee assessed on all transfers of commercial property (\$0.45 for every \$100.00 of commercial real estate sold). Since 2003, 4,195 units have been constructed with the support of \$54.3 million in Surtax funds.
- Annual funding received by the County from the SHIP is approximately \$8.0 million. These funds are administered by the Florida Housing Finance Corporation (FHFC). Staff from the MAT have spoken to executives from the FHFC, as well as invited them to Miami to meet with other members of the Team

and address funding issues. The FHFC has indicated that there are no issues from that office regarding the County's use of its SHIP allocation.

- The MAT found a lack of internal controls at DLAD which resulted in ineffective management oversight; as a result of weak management oversight at DLAD, program day-to-day supervision and oversight was transferred to the County's Finance Department where immediate steps were taken to secure program functions.
- Loaned staff from the Finance and the Department of Business Development departments was assigned to DLAD, as well as a loaned executive from Fannie Mae and additional support from the Miami-Dade County Housing Finance Authority (HFA).
- In order to immediately address findings in the Preliminary Report regarding the deficiencies in the computer and information systems, the MAT worked with the County's ETSD to design a system to manage open contracts and projects; the system is in the testing stage and is projected to come on line by the end of September 2006.
- ETSD will also conduct a gap analysis for addressing other DLAD information needs.
- Final negotiations with KPMG have concluded and a forensic review of Surtax funds began on September 13, 2006; although MDHA has an annual financial audit, an in-depth compliance audit specific to Surtax has not been conducted in over five years.
- In the last five years, DLAD processed approximately 1,800 second mortgage homeownership loans totaling \$67.3 million in coordination with the banking community.
- A review of prior practice revealed that the previous DLAD administration made exceptions to existing written guidelines to the extent that the practice became the adopted course of business with the lending community; the MAT has subsequently reinstated the homeownership loan program to operate in accordance with adopted written guidelines; the MAT has begun meeting with members of the banking industry to review guidelines and revise as necessary.
- A Loan Review Committee was recently established for homeownership loans; the committee was established with two members from the banking community and three members from staff; this committee was previously comprised of all internal line staff; the Loan Committee will meet monthly to assist DLAD.
- The MAT is recommending that the Surtax Homeownership Loan Program be blended with the homeownership loan programs that are currently offered by the HFA.
- A review of more than 380 active developer project files is underway; the MAT discovered that each project had multiple files for loan servicing, construction, and correspondence located throughout the various offices; master files have been compiled for each loan and key information on each loan was consolidated on a master spreadsheet.

- The MAT found previously established interest rates and repayment terms were applied inconsistently; terms and loan conditions are under review and guidelines for future applications will be established.
- The MAT is developing improved criteria and evaluation tools for the 2007 RFA process that include increased emphasis on: past performance of the developer; viability of the development; readiness to proceed; tax credit information; previous funding amounts and status of construction; a credit underwriting review mirroring that of the FHFC; management plan review; inclusion of standardized language within the Affordable Housing Contract regarding penalties and sanctions for noncompliance; standardized language requiring adherence to strict timelines; and funding hard construction costs instead of pre-development costs.
- The MAT recently conducted an analysis of project status for open incomplete construction loan projects; the total amount of Surtax funding awarded for open commitments is \$104 million; funds disbursed to date are \$27.9 million; affordable housing units projected to come on line are 5,197; the total number of projects impacted is 74.
- The construction review process included site visits documented by photos; 41 percent of open contracts prior to the 2006 Request For Applications (RFA) allocation have not begun construction; some of the projects will be cancelled and funds recaptured.
- The MAT has developed a series of controls for open contracts to include: no more than one extension of time may be granted at the staff level, standardization of time frames within multiple documents for the same development, strict adherence to contract time frames including the 90 day period for contract execution, and delay contract start date for those developments pending tax credits.
- Non-performing developers are currently under critical review and will be notified by staff of the disposition of their project funding and their right to appeal before the Loan Review Committee.
- Regarding the RFA process, the MAT has found that the criteria for evaluating applications from developers for the use of Surtax funding for the development of affordable housing has been weak; close to one-third of the funded projects have resulted in either cancellation or recapture.
- The 2006 RFA process was developed and advertised using previously established criteria; prospectively, improved evaluation tools will be added to the RFA to include, but not be limited to: past performance of the developer, viability of the development, readiness to proceed, tax credit information, previous funding amounts and status of construction, a credit underwriting review, management plan, standardized language implementing penalties and sanctions within the Affordable Housing Contract (AHC), as well as language requiring adherence to strict timelines.
- There are projects that must be cancelled due to increased construction costs, loss or inability to receive tax credits, environmental and permitting issues, etc. While funds can be recaptured and reallocated to other projects, it is important as well to avoid additional delays where possible. Therefore staff is exploring a

process to permit other interested developers to “buy-out” stalled projects. If issues around this can be resolved with the County Attorney’s Office, then this element will be included in the affordable housing contract with the developer.

- A five-year pro forma was developed for Surtax funds analyzing the historical cash flows and projected cash flow utilization through the year 2011.
- It is important to note that the July 23rd *Miami Herald* article that identified \$29.2 million of Surtax funded affordable housing projects between 2003-2005 could be misinterpreted to mean that \$29.2 in funds were actually drawn or expended by developers for cancelled projects. The fact is that of the \$29.2 million, \$1.7 million was actually paid to one developer, Rivers Development Group (Riverside Homes and Sunset Pointe Apartments); of the \$1.7 million, the developer has returned to the County \$930,402.
- Many applicants for Surtax funding for rental developments apply to the FHFC for an allocation of Low Income Housing Tax Credits (LIHTC).
- Developers rely on both Surtax and LIHTCs to produce a financially viable project; in order to bring the Surtax funding process in line with the LIHTC process at FHFC to increase the chances of Miami-Dade developments receiving Housing Credits, changes are slated for the Surtax process; of particular note, each application for Surtax funds in connection with a Housing Credit application will be reviewed by one of three third party underwriters used by FHFC.
- The MAT found that there was an established payment process for disbursement of construction loans; however, in the case of some developers funds were disbursed without construction progress; these included Fannie Mae Line of Credit recipients, the MDHA Development Corporation, and Riverside Homes; the MAT has identified two additional cases that are currently under review.
- In April 2002, the County received a \$5 million line of credit from Fannie Mae to purchase properties for the development of infill housing; in December 2003, the County paid back Fannie Mae \$5 million plus interest with Surtax funds.
- There were six developers involved with the loans under the line of credit: Citywide Development, Infill Development Group, Riverside Homes, Better Homes, Fortex Construction, and Personal Paradise; the loan to Citywide Development has been fully repaid and the County Attorney’s Office has pursued the appropriate avenues to recover funds from the remaining five developers.
- After researching multiple databases to consolidate information, the MAT has summarized a five-year history of completed projects; from 2001 to present, \$99.4 million supported the construction or rehabilitation of more than 9,400 affordable housing units in 103 projects, with the average Surtax investment per unit at \$10,525.

APPLICANT AND LEASING CENTER

- The Applicant and Leasing Center (ALC) is the point of entry for applicants needing Public Housing and Section 8 housing through MDHA and is responsible for maintaining the tenant-based, project-based and mobility pool waiting lists, interviewing and determining eligibility of applicants, offering units and providing transfers for public housing residents.

- The MAT's review of the ALC identified operational deficiencies including poor customer service to its clients, inadequate staff supervision, and inefficient applicant processing to expedite moving into public housing and in maximizing utilization of Section 8 vouchers.
- Storage of files needed for daily operations are maintained in a neglected building located two blocks from the ALC; 40,000 accumulated files from prior years were found.
- A lack of communication between ALC and the Public Housing and Private Rental Housing divisions affected the successful placement of applicants into housing.
- The Team established three primary goals: enhanced customer service, focused waiting list management with enhanced applicant eligibility determination, and improved general program operations.
- The ALC is accelerating the processing of applicants by determining eligibility to develop a 'ready pool' of qualified applicants for offering public housing with the assistance of the Department of Human Services (DHS) in developing a pool of a minimum of 850 'ready' qualified residents on two consecutive Saturdays (September 16 and 23).
- To enhance customer service, there has been a realignment of functions and staff to include a customer friendly intake environment and revised customer flow system to reduce wait time; an ombudsman function – Customer Relations Component (CRC) has been established to provide social service referrals and assistance.
- Performance standards are being developed for all ALC employees and a realignment of work assignments among supervisors is being done to ensure adequate staff supervision.
- With the assistance of staff from Community Action Agency (CAA), policies and procedures are being developed to provide standardized guidelines for determining eligibility and overall workflow.
- A backlog of 1,000 cases were found to be pending hearings; the hearing process is being revamped to include the use of administrative officers agency-wide to develop a pool of hearing officers to reduce the number of pending hearings.

PRIVATE RENTAL HOUSING

- Private Rental Housing administers the Section 8 Housing Choice Voucher, Moderate Rehabilitation, New construction and Substantial Rehabilitation programs, in addition to the homeless programs which include Shelter Plus Care and Single Room Occupancy Moderate Rehabilitation homeless programs other subsidized housing programs for MDHA other than Public Housing, administering approximately 18,000 privately owned subsidized rental units.
- Staff is working to improve the reporting rate accuracy of data that is required to be transmitted to USHUD (Public and Indian Housing Information Center (PIC) transmissions) in order to achieve the required 95 percent rate by the end of the

calendar year; sanctions will be imposed by USHUD if this threshold is not achieved; to accomplish this, an up-front USHUD validation tool to reduce data errors prior to submission was installed.

- To provide better customer service, the County's 311 Answer Center will begin taking calls for all Private Rental Housing programs, thereby tracking customer inquiries and complaints, and assisting by reminding Section 8 clients of recertification appointments, annual and compliance inspections and other key dates; target operation date is late October-early November 2006.
- To effectuate better service and streamline operations, Private Rental Housing staff has been realigned into work teams; job descriptions for staff were developed to include performance measures; the reorganization eliminated middle managers to allow better communication between top managers and line staff.
- To address critical concerns in the Section 8 Inspections area, highlighted by a USHUD OIG audit, the Inspections Unit has been reorganized; further steps are being taken to improve the Inspections function to include exploring outsourcing this function; MDHA has already met with collective bargaining representatives regarding this change.
- MDHA is exploring the feasibility of outsourcing Housing Quality Standards Inspections function. The USHUD-required rent reasonableness reviews were outsourced in April 2006.
- An overhaul of records management procedures is being performed to ensure files are properly tracked, stored, and information is accurate to prevent reporting errors.
- The webpage for the Section 8 program will be enhanced to provide additional information to landlords and tenants.
- Private Rental Housing created a Technical Support Unit to conduct quality control reviews of files, data entry and adherence to USHUD guidelines and regulations.
- To assist very low income families to move into Public Housing and Section 8 housing, \$5 million has been included in the County Manager's 'First Change Memo', submitted at the first public budget hearing on September 7th, for payment of security deposits, moving expenses, and utility hook-up deposits.
- An incentive program is proposed to encourage Moderate Rehabilitation owners to keep their properties affordable to very-low income families to include loans for improvements to their properties, and assisting with increased operating costs not covered by federal subsidies, and for relocation costs when residents are required to relocate due to rehabilitation; this program is not funded at this time. The Board recently approved a resolution creating a preservation fund, however, no funding has been identified. Staff is continuing to research the fiscal impact of the affected housing stock.

PUBLIC HOUSING

- MDHA is one of Miami-Dade County's largest landlords with the responsibility for managing and maintaining more than 9,800 units.
- The three critical areas of focus in the Public Housing arena is the need to fill public housing vacancies, the need to assure the safety and security of Miami-Dade County's public housing residents, and funding issues related to the reduction of federal operating subsidies to support public housing operations and the conversion to an asset management program required by USHUD.
- A multi-year Safety and Security Plan, totaling more than \$10.4 million is proposed to provide the following improvements: street lighting; exterior development lighting to illuminate public areas; perimeter fencing surrounding the public housing properties; closed circuit video monitors; street closing, barriers, and traffic re-routing to manage traffic flows in the interior streets of developments; security guards to deter criminal activity.
- The Board approved \$4.8 million in improvements in FY 2006-07 at the first budget hearing on September 7th.
- To seek additional funding for the safety and security improvements, MAT, OSBM, the Office of Community and Economic Development (OCED) and MDPD will seek grant funding to complete the \$6.6 million in proposed improvements.
- To date, 80 new lights have been installed and existing lights have been repaired, with bullet proof covers, at the Liberty Square public housing development; safety surveys have been completed for all public housing properties, and cost estimates have been completed.
- Better coordination with the City of Miami Police Department and other municipal police departments, as well as the MDPD, is necessary to combat crime in and around public housing developments and provide a safe environment for residents and staff; at the Liberty Square site, the City of Miami Police have increased their presence.
- To address the filling of vacant units, it is necessary to accelerate the repair of vacant units by waiving competitive bidding for general contractors to complete repair work.
- MDHA has developed a public housing vacancy reduction plan to fill 155 ready to occupy units by mid-October, renovate 330 more units, and evaluate and contract work to repair 624 units needing significant rehabilitation work; by November 30, 130 vacant units needing rehabilitation are scheduled to be completed; MDHA has set a goal of leasing 40 units per week.
- In order to expedite the repair and rehabilitation of public housing units, the County Manager recommended \$5.2 in the first Change Memo; this was approved by the Board on September 7th at the first budget hearing.
- The lack of sufficient custodial staff has led to poor maintenance conditions at public housing sites; the MAT with the assistance of the County's Department of Procurement Management established an emergency janitorial contract for custodial maintenance at 17 public housing sites.

- Staff is working on a long-term janitorial contract for all housing sites at a cost of \$500,000 with an anticipated award of contract in October.
- With the contracted janitorial service at public housing sites, MDHA's non-emergency work order turn-around time is expected to decrease due to the reassignment of maintenance staff to perform more traditional maintenance related work.
- Small roof repair contracts were initiated to address public housing roofs with hurricane damage.
- MDHA requested elderly designation of its public housing sites that house senior residents.

INFILL HOUSING INITIATIVE

- MDHA never codified the specific policies and procedures essential to ensure consistency and accountability in the Infill Housing Program, contributing to the number and degree of problems and lackluster performance.
- The County's OIG is in the process of reviewing the status of all lots, also known as parcels, in the Infill Housing Program, including privately owned lots, to determine if the original buyer met the eligibility requirements; the OIG will determine if the properties are in compliance with the Declaration of Restrictive Covenants if the home has since been transferred.
- On June 5, 2006, the Infill Housing Program was transferred to the GSA to ensure a more effective, efficient and legally proper implementation of the Program and enable staff to take a more comprehensive approach to managing the County's land inventory.
- Based on staff's review, the practices used to implement the program, as well as, the feedback gathered from the affordable housing development industry, it is clear that major changes are necessary in order to expedite the process of building and selling homes; ensure that those who need the homes are the ones who purchase them; and infuse integrity and accountability into the process.
- Too often, parcels were conveyed (by sale and donation) to developers despite significant development and title problems; many other parcels which were clearly too small or otherwise not feasible for development were inappropriately put "on hold" for infill housing
- To address this issue, the County Manager has established the Affordable Housing Review Committee (AHRC), made up of representatives from key County agencies, to establish standardized criteria by which County land parcels are judged appropriate for the Infill Program; determine the suitability of said parcels for infill or affordable housing development, and; determine how and whether to correct property development problems before lots are made available to developers.
- To maximize the number of developers participating in the program, while at the same time excluding organizations with little or no experience in building affordable housing from participating in the Program, a Request for Qualifications (RFQ) will be issued in the coming weeks to formalize the process

of qualifying and selecting developers (both for-profit and not-for-profit) to participate in the Infill Housing Program.

- Since assuming oversight of the Program, GSA has been aggressively clearing liens with the result that, to date, liens have been cleared from all but 43 of the 468 parcels conveyed by the County. The remainder will be cleared within the next 60 days.
- Staff is working with the County Attorney's Office to explore the possibility of creating a pool of private attorneys to address quiet title issues prior to conveyance.
- Recommendations for Infill Program improvements included substantial input from the infill housing development community, gathered from individual meetings as well as an industry workshop held in August. Key recommendations included: the need for clear title, a faster turnaround time to obtain building permits, and a more expeditious public hearing process.
- The Board, at its September 12, 2006 meeting, approved an amendment to the zoning code which reduced the lot size and frontage requirements for residential lots platted prior to 1938. A separate code amendment is being finalized which will allow developers participating in the County's Infill Housing Program to go through the administrative variance process, rather than the public hearing process to request variances in lot size, area and setbacks. These code changes will significantly reduce the time needed to obtain a variance.
- The Department of Planning and Zoning is currently reviewing approximately 500 County-owned parcels to determine suitability for residential development.
- The County Deed has been revised to more clearly define restrictions and reverter language and all developers will be required to sign a Declaration of Restrictive Covenants, which specifies that the home must remain affordable for a period of 30 years and cannot be sold without the written approval of the County; the covenant contains a Right of First Refusal provision in favor of Miami-Dade County.
- To ensure that homes are being developed within acceptable periods of time, more frequent and more consistently defined milestones have been set for various phases of development and are being tracked for each lot in the development process.
- Staff is working with the County Attorney's Office to explore the possibility of creating a pool of private attorneys to clear the title prior to conveyance.
- The revised Ordinance and Administrative Order which will establish consistent, sensible and verifiable policies and procedures as well as modify existing practices in order to better achieve program goals, will be presented to the CEERC at their October 17, 2006 meeting.
- Of the 468 lots that have been sold or conveyed, 131 have completed homes on them, and of the remaining 337 without completed homes, 38 have building permits and the remaining 299 are still in the pre-development stage.
- The majority of Infill developers have made good faith efforts to develop these parcels; staff will focus on implementing process improvements and working with developers to overcome title, zoning, and building permitting problems.

- Staff is establishing processes and procedures to provide proactive assistance to developers that include: 1) the creation of infill expedite initiatives within the zoning, pre-development, and building permitting processes; 2) the designation of County staff to serve in an “ombudsman” role to educate developers and assist them in navigating the development process, 3) the use of multiple standard home building plans that have been pre-approved, and 4) the execution of pre-conveyance actions by the County that will result in (i) the County’s conveying clear or near-clear title and (ii) the elimination of most, if not all, zoning and other regulatory obstacles such as impact fees and utility connection charges.
- Developers have agreed to return 12 lots due to their inability to correct deficiencies, and staff has initiated the process to take back title to an additional 47 parcels; developers have been given until September 30, 2006 to return the lots to the County or file an appeal of this decision to the AHRC; a subcommittee of AHRC will hear all applications for extensions and all reverted parcels will be reevaluated to determine suitability for development and will be disposed of accordingly. Failure to do either will result in immediate legal action to take the lot back and automatic forfeiture of their ability to file an appeal.
- For those parcels not currently recommended for reversion, developers will be given clear milestones that must be met, with the failure to do so resulting in automatic reversion; in exchange for being granted the necessary time extensions to complete homes, developers are being required to execute and record the aforementioned restrictive covenant on each lot that include increasing the affordability period from 10 to 30 years, requiring the County’s approval prior to sale, and providing a right of first refusal to the County to purchase the home at the end of the control period.

HOUSING DEVELOPMENT

- The Housing Development Division (HDD) is responsible for the planning and construction of housing rehabilitation projects; HDD is composed of the Facilities Section and the HOPE (Housing Opportunities for People Everywhere) VI Office; HDD was realigned so both the HOPE VI office and the Facilities Section report to the interim Department Director
- An asset management section has been created to address the many deficiencies regarding cost/benefit analysis and best practices approaches to maintaining existing housing and assessing the potential for new development.
- Critical projects underway include the roof repair/replacement hurricane recovery effort, significant modernization and rehabilitation work totaling approximately \$13 million to bring five percent of all public housing units into compliance with Uniform Federal Accessibility Standards (UFAS), and the public housing vacancy reduction effort in coordination with the Public Housing Division, General Services Administration (GSA) and other County departments.
- Miami-Dade County received two HOPE VI grants: \$4.6 million in 1998 for the development of Ward Towers Assisted Living Facility (ALF) and \$35 million in 1999 for the redevelopment of Scott-Carver Homes.

- The goal of the Scott-Carver HOPE VI grant was to replace 850 units with 160 public housing units and 251 homeownership units by leveraging the grant funds with local and private funds to cover the total development costs; all households residing in Scott-Carver Homes have been relocated.
- The County was sued by former Scott-Carver residents to prevent the demolition and the ultimate relocation; the litigation significantly delayed the progress and changed the completion date to December 2008; Phase I, comprised of 52 homes is projected for completion by January 2008; a streamlined contracting process has been developed for Phase II which entails the construction of the remaining 354 homeownership and public housing rental units; an extension from USHUD is being requested for completion of the project by 2010.
- The budget for Scott-Carver HOPE VI is being revised to reflect an increase in the cost of construction and the elimination of Low Income Housing Tax Credits (LIHTC) as a source of funding; the total project budget for both Phases I and II will approach \$150 million.
- An audit by Miami-Dade County's OIG in August 2006 detailed serious program flaws and non-compliance issues in the Community Support Services component of the HOPE VI grant.
- Ward Towers ALF is pending final close out and is currently operated as an elderly housing facility by MDHA in the role of facility manager; outstanding items include completion of the therapeutic pool and retrofitting of ten units to meet the HUD UFAS standards. All pending items and deficiencies must be addressed in order for the project to receive the remaining payment from tax credit investors. These funds, in turn, will be used to pay off the bonds by the February 1, 2007 deadline.
- In an effort to maximize the value of the current public housing sites, a review of sites is being conducted to determine where additional housing can be developed within the public housing properties; some properties are already under consideration in the Building Better Communities General Obligation Bond Program (GOB).
- The County is seeking repayment of the \$5 million paid to the developer for Hometown Station (HTS), the planned administration building for MDHA; proposed settlement terms were reached, but are being held pending the conclusion of the Audit and Management Services audit of HTS; staff is evaluating other options for a much needed administration building.
- MDHA will submit quarterly reports to the Board updating progress on the production of affordable housing units.

AFFORDABLE HOUSING DEVELOPMENT OPPORTUNITIES

- In response to the housing boom in Miami-Dade County, an Affordable Housing Master Plan is under development to plan, create and preserve affordable housing units over the next 15 years; key goals of the plan are identifying and acquiring land for affordable housing, creating incentives to develop housing, and harnessing the private market to create affordable housing, and preserving government-assisted affordable housing.
- In the GOB program, six new public housing developments were approved by the voters; in addition, the GOB earmarked \$137.7 million for second mortgages, preservation of affordable housing units and expansion of home ownership; staff is working with the County Attorney's Office to develop an implementation plan for preserving affordable housing and expanding homeownership opportunities.
- Due to a lack of large land parcels in the urban core, staff is exploring the development tool of Transit-Oriented Development (TOD) as a mechanism to address affordable housing; the MAT has met with the Miami-Dade Transit Agency Director to discuss opportunities for mixed-use developments on Transit-owned property whereby housing would be developed in and around transit nodes.
- Staff is currently reviewing options for maximizing the use of Surtax funds to fast-track the development of affordable housing units. Options under consideration include bonding a portion of Surtax revenue and creating an insurance or guarantee fund capitalized with Surtax collections.
- In order to encourage the retention and provision of affordable housing in Miami-Dade County while complying with applicable Florida property assessment laws, the Property Appraisal Department is finalizing a program that may provide adjusted property assessment valuations for certain affordable and workforce rental housing properties that are not qualified for other specific statutory assessment relief. The owner of such a property would be required to enter into a legally sufficient land use restriction in favor of the County, limiting all or a portion of the property to rental rate or sales price restrictions for a minimum of five years.

COMMUNITY OUTREACH AND PARTICIPATION

- The Community Affordable Housing Strategies Alliance (CAHSA) Task Force was established by the Board of County Commissioners (R-558-06) to assist in addressing the housing crisis in Miami-Dade County by assigning specific task and responsibilities to the Task Force and ensuring participation from a broad cross-section of the community.
- In April, staff began to develop a one-stop information web portal that would serve as the first step in establishing the Affordable Housing Resource and Information Center, building on the work already initiated in 2001 by the Department of Planning and Zoning; through this one-stop portal, renters, potential owners, lenders, developers, employers and other community groups and organizations will have access to the broad array of data, programs and opportunities provided by the County and its partners to address the affordable housing crisis in our region.

- The Affordable Housing One-Stop Information Web Portal (Clearinghouse) design team has engaged all County departments providing any type of housing assistance in the process of updating and centralizing housing information to ensure a comprehensive and current information base that will be used to establish a portal design that will meet the needs of the various constituencies in the most user friendly fashion possible.
- By October 31, 2006, when the CAHSA Task Force fulfills its preliminary reporting responsibilities, the Clearinghouse will be operating as an integral part of the County's broad strategy to address the affordable housing crisis in our community
- Once the Clearinghouse is complete and dedicated staff has been fully trained and educated about all of the housing programs and services throughout the community, the web-based clearinghouse will transition into a support network to the 311 Answer Center, thereby establishing the Affordable Housing Resource and Information Center.
- The County is in the process of partnering with SocialServe.com to provide easy access to housing vacancies and services in our community through a fully-staffed toll free English/Spanish Call Center that facilitates landlords list and helps tenants search for properties while providing continuous property availability updates.
- The County Manager, Senior Advisor Cynthia W. Curry and members of the MAT have made a series of public appearances in person and on English- and Spanish-language media to hear and respond to the concerns and questions of citizens in general and direct stakeholders in particular (residents of public housing, Section 8 voucher recipients, various concerned community groups, etc.).
- With the assistance of the Communications Department and the Office of Community Relations, the South Florida Community Development Coalition co-hosted and moderated two community meetings (August 15, Caleb Center, and on August 17 at the South Dade Government Center) where the County Manager, Senior Advisor Curry and a panel of MAT members participated on the forum that answered questions from attendees.
- The CAHSA committee in charge of organizing the community Summit scheduled for November 11, 2006, is planning three community events in October, in cooperation with the Public Information and Education Committee.

HOUSING, ECONOMIC DEVELOPMENT, AND COMMUNITY SUPPORT SERVICES RESTRUCTURING CONCEPTS

- In order to maximize County resources in the delivery of services to the public, a change in the manner of doing business is required to develop a more effective and integrated service delivery system for housing; the MAT has encountered many complex relationships across these areas which must be realigned so that mission critical objectives can be achieved.
- Explore the creation of the Department of Housing and Community Support Services; this proposed reorganization would include program elements that

would encompass certain social and community support services currently being provided by MDHA, DHS, and CAA.

- Explore the reorganization of the OCED and initiate discussions with other neighborhood and community planning initiatives such as the Metro Miami Action Plan (MMAP), the Empowerment Trust (ET), the Task Force on Urban Economic Revitalization (UERTF), and the Socio-Economic Development Council (SEDC).
- Explore the creation of an **Office of Development Services (ODS)** that would be tasked with oversight of major development activities throughout the County, with the mandate of expediting all elements of the development process to produce affordable housing, and other public projects and facilities. Although MDHA will continue to address the rehabilitation, maintenance and development of its housing stock, the ODS would have a dedicated housing development focus that would address public and private affordable housing projects.
- Existing homeownership program services provided by the HFA will be enhanced by adding the Surtax Second Mortgage Homeownership and Rehabilitation Program currently administered by the Finance Department to the portfolio of the Authority.

ADDENDUM: STATUS OF AFFORDABLE HOUSING PROJECTS

- This Addendum provides summary data on the status of selected affordable housing development initiatives: Surtax Program, Infill Housing Program, loans made under the Fannie Mae Line of Credit, and the status of the MDHA Development Corporation projects.
- Using Surtax funding, from 2003 to the present, 4,195 units of new housing in 22 projects were completed using \$54.3 million in Surtax funds. An additional 71 projects are in progress targeted to produce an additional 3,834 units of homeownership or multi-family rental units.
- Since 2003, 131 affordable homes have been built through the Infill Housing Program on former County-owned parcels that were either bid or conveyed; an additional 38 units are currently under construction with a projected completion date within the next six months; 240 parcels are pending construction and 59 lots are recommended for return to the County beginning September 30, 2006.
- Nearly \$5 million in Fannie Mae funds were disbursed to six developers; since 2003, three developers (Better Homes, Fortex Corporation and Personal Paradise) have produced 45 homes, with an additional 27 homes targeted to come on line; of the three remaining developers producing no homes, one (Citywide Development) returned the funds, a second developer (Infill Development) entered into a court approved settlement with the County, and the County Attorney's Office is proceeding with foreclosure action to recoup funds from the third developer (Riverside Homes).
- Since its inception, MDHA Development Corporation has been awarded over \$37.2 million in Surtax and other funding by the Board; with the exception of the Ward Towers ALF, which is substantially complete, the remaining projects are in various stages of the development with no housing built.

Table 1. Management Assistance Team Initiatives

Area	Action Taken	Attach. No.	Attachment Name	Pending Planned Action
Introduction				
	Creation of the Management Assistance Team	Intro1	MDHA Management Assistance Team	
Director's Office				
MDHA Director Recruitment	Recruitment for MDHA Director's position	DO1	Recruitment Brochure	Interviews and selection of new MDHA Director
	Implementation of the "Back on Track" campaign			
General Observations	Identification of department wide deficiencies in skills training and morale of employees			Establish a plan to improve training and morale among employees of MDHA
	Customer Service Unit is being established to track all agency-wide complaints			
	Already developing a file management practice which includes policies and procedures and retention schedules for sensitive records			Complete meetings with GSA records management and the Clerk's Office to review records retention schedules. Analyze the feasibility of an Electronic Document Management Systems to reduce paper
	Increase the pool of Hearing Officers to address the backlog of hearing requests.	DO2	MDHA Grievance Hearing Reorganization Plan	Training for new hearing officers is scheduled for October 3, 2006 by the County Attorney's Office and MDHA's Office of Compliance
	Development of a training manual for the hearing process is underway with completion targeted by the October 3, 2006 training date			Completion of Grievance Hearing Procedure Manual.

Finance and Administration				
	Reviewed major sources of operating funding and housing programs.	FA1		
	Completed analysis of affordable housing units by program and commission district	FA1a		
	Compiled brief description of housing programs	FA2		
Personnel	Advertised for F&A Division Director and Assistant Director			Generate short-list of applicants and schedule interviews.
	Initiated comprehensive review of MDHA's Table of Organization.			Complete review of overall MDHA staffing levels, position descriptions and existing employee skill sets to better align with USHUD's new funding methodology and revise Table of Organization as necessary.
	Moved the Capital Budget function to the Budget Unit under Finance and Administration			
Funding	Reviewed Proposed Resource Allocation Budget to determine which identified needs have not been incorporated into the FY 06-07 Resource Allocation Plan	Table 2	Table of MDHA Additional Funding Request FY 2006-2007	Ongoing review of potential sources of funding for program that have no identified or committed funding sources
Transition to Asset Management	Submitted to USHUD a more effective asset management (AMP) grouping for public housing projects.			Upon acceptance by USHUD, staff will complete CY 2007 funding request and transmit to USHUD.
	Conducting a review of all proposed Capital Fund Financing Program projects.			Preparation of a complete package for consideration by the Board of County Commissioners and USHUD.
	Initiated a review of agencywide capital needs and available funding sources.			Complete review and send updated CFP budgets to USHUD for approval.

	Executed a Memorandum of Understanding with the Tampa Housing Authority to provide technical assistance to MDHA in the areas of Asset Management and HOPE VI	FA3	Memorandum of Understanding with Tampa Housing Authority	
Management Information Systems	Conducted an in-depth review of the MDHA MIS function	FA4	MIS Action Plan	
	Engaged Emphasys contractors to resolve current problems with the ECS LIB system	FA4	MIS Action Plan	
	Developed and currently refining a proposed FY 06-07 MIS Budget	FA4	MIS Action Plan	
	Created a secure database application to track Surtax projects	FA4	MIS Action Plan	
	Started the design work for the new Housing Information Clearing House Portal	FA4	MIS Action Plan	
	Investigated and working on resolution of Outstanding Payables due to ETSD	FA4	MIS Action Plan	
	Engaged ETSD Senior Project Manager to document Standard Operating Procedures to include Daily Production System, Emergency Preparation and Recovery, and Data Backup and	FA4	MIS Action Plan	
	Implemented DSL at several Remote Property Sites and finishing action plans to install remaining sites	FA4	MIS Action Plan	
	Develop Project Plan for Phase I Elite Upgrade	FA4	MIS Action Plan	
	Size Hardware and Procure for Elite Upgrade Phase I	FA4	MIS Action Plan	
	Initiate Procurement Action for Phase II Elite Software Upgrade	FA4	MIS Action Plan	
	Assess Organizational Alignment of MIS	FA4	MIS Action Plan	
	Transition Infrastructure Management to ETSD	FA4	MIS Action Plan	
	Conduct Network Assessment of all MDHA locations	FA4	MIS Action Plan	

Management Information Systems	Create Scope of Services for Contractor Support of Production System during Implementation of Elite Upgrade	FA4	MIS Action Plan	
	Implement alternative data backup offsite storage	FA4	MIS Action Plan	
	Conduct PC Desktop and Printer Physical Inventory, Document, and Maintain	FA4	MIS Action Plan	
	Evaluate current state of Loan Origination and Affordable Housing Systems for DLAD Surtax Program	FA4	MIS Action Plan	
	Evaluate current state of Loan Origination and Affordable Housing Systems for DLAD Surtax Program	FA4	MIS Action Plan	
Procurement	Expedited procurement contracts in the areas of janitorial services, management consulting, and expedited other critical procurements			
	Expediting the Surveying and Certifications Services of UFAS improvements contract			
Miami-Dade OIG and Other Audit Activities	Establishment of a Miami-Dade County OIG satellite office and confidential hotline	FA5	List of Audit activities recorded at MDHA since 1986	Continue to provide data and support to OIG as requested
	Responding to information request related to ongoing audits and investigations			Ongoing as required
	Audit of MDHA Development Corporation by Miami-Dade County's Audit and Management Services			
	Completed negotiations with an independent firm to perform audit services at DLAD			Forensic review with KPMG to start September 13, 2006
Performance Metrics	Redesigned the Active Strategy Scorecard for MDHA			Final review and deployment of new scorecard
Best Practices Review	Compiled comparative data on model projects that currently exist in Jacksonville, Tampa, and Atlanta. More extensive research on best practices underway including site visits to be undertaken by October	FA9	Comparison observations on Jacksonville, Tampa, and Atlanta Housing Authorities	Continued review and comparison of best practices with Atlanta, Jacksonville, Tampa and other housing agencies
	Benchmarked housing agencies by size for comparisons with MDHA	Table 3	Public Housing agencies ranked by size	

DLAD				
	Transferred Management Oversight of DLAD to the Finance Department			
	Development of secure database to integrate all DLAD information systems			Work with MIS staff to design systems to accommodate DLAD's multiple information and tracking needs
Surtax Forensic Audit	Forensic review by KPMG has started			
Affordable Housing Homeownership Loan Program	Met with banking partners to reinstate required homeownership loan program guidelines	DLAD1	List of participating banking professionals and institutions	
	Created a loan committee to review future applications and to give due process to developers whose loan commitments are being cancelled			
Construction Loans and Open Commitments	Review and consolidation of existing loans			
	Review of active and completed projects over the last (5) years	DLAD2	Active Loans Spreadsheet	
	Consolidated loan files so each loan has one master file			
	Review of open commitments and viability of current projects	DLAD3	Nine surtax developments under critical review	
	Tightened up policies and processes for analysis, cancellation, and recapture of funds			
RFA Process	Creation of a separate RFA process dedicated to Surtax funds	DLAD4		Upon Board approval, complete a new RFA process for use starting the next new cycle
Five-Year Pro Forma For Surtax Funds	Developed a five-year pro forma financial model showing actual amounts and projections of Surtax fund utilization through the year 2011	DLAD5, DLAD5a, DLAD5b	Model description and underlying assumptions	

Allocation of Surtax and Federal Housing Credits	Completed review of how federal and state tax credit programs work			
	Implemented changes to Surtax funding process to require review by third-party underwriters familiar with tax credit process, and to make process transparent, stop developers from making separate requests for funding from DLAD staff.			
	Identified the possible outsourcing of loan underwriting functions for projects funded with surtax / housing tax credits to 3rd party underwriters			
	Created RFA mid year funding cycle to coordinate funding projects with Low Income Housing Tax Credit (LIHTC).			
Developer Loan Process	Created flow chart of current developer loan process and highlighted proposed changes	DLAD6, DLAD6a	Flow Chart of Current Loan Process	
Review of Past Payment Practices	Reviewed past payment practices to developers			
Status of Loans Granted Under Fannie Mae Line of Credit	Completed review of all Fannie Mae LOC developer loans	Table 6	Status of Fannie Mae LOC Developer Loan Repayments and Constriction	
Projects Completed Within Last Five Years	Identified and documented all completed loan projects over the past five years	DLAD7	Five-year History of Completed Projects	

Applicant and Leasing Center				
Enhanced Customer Service	Realignment of the intake area staff			
	Implementation of an ombudsman function in the form of a Customer Relations Component (CRC)			
Focused Waiting List Management and Enhanced Applicant Eligibility Determination	Increased the number of applicants scheduled for daily interviews three-fold from 35 to 108			
	Conduct special processing of individuals from the wait list to determine eligibility in order to yield a ready pool of approximately 850 applicants on September 16th and 23rd			
Improved General Operations	Development of policies and procedures to provide standardized directions for determining eligibility and for overall workflow			
	Expedited records management (clean-up) for the Applicant Leasing Center and Section 8 programs			
	Development of performance standards for each staff member			
	Realignment of work assignments among supervisory staff to ensure adequate staff supervision			

Private Rental Housing				
Changes to Date At The Private Rental Housing Division	Realigned the staffing resources into effective work teams			
	Created job descriptions which include performance measures			
Changes to Date At The Private Rental Housing Division	Elimination of middle managers			
	Reorganized the Inspections Unit			
	Complete reorganization of PRH Services			
	Created Technical Support Unit			
Exploring Privatization Options For Inspections	Exploring privatization options for Section 8 inspections including Housing Quality Standards (HQS) inspections (Staff has held meetings with the Collective Bargaining representatives.)			Conduct a benchmarking review of other housing agencies that have either considered privatizing or have privatized inspections. Development of RFA for privatization of selected functions
Electronic Data Submission Error Reductions Project	Reconciled Emphasys Computer System (ECS) with MDHA's in-house computer system, and PIC to identify missing records.			
	Installed an up-front USHUD validation tool to reduce data errors prior to submission to PIC			
	Review all ECS translation codes to ensure they translate accurately to appropriate coding in PIC			
	Actively reviewing and evaluating records to ensure that file contents are accurate and complete			Completion of new records management processes and procedures with retention schedules

311 Answer Center	Completed knowledgebase for 311 operators to take calls for Private Rental Housing			Training of 311 staff to make switchover of calls to 311; 311 is planned to take informational calls, make appointment reminder calls and other types of calls that will allow housing specialists to focus on processing new clients and on annual voucher recipient recertification.
	Identify more web page content for public information and education			Produce an enhanced web page to provide additional information to tenants and landlords
Public Housing				
Safety and Security	Installed 80 new lights and repaired all of the existing lights within and around the Liberty Square site			
	Completed safety surveys of all Public Housing Property	PH1	Information for each site and area map showing site locations by BCC district	
	Reviewed demographic information	PH2	Demographic information of Public Housing Families	
	Completed budget estimates for Safety & Security in Public Housing.			
	Work with other Miami-Dade County departments to identify grants and other funding sources to fund the Safety and Security Plan	PH3	List of safety improvements to be funded for FY 2006-2007	Identify additional funding to completed proposed phased enhancements for FY 2007 through 2009
Vacancy Reduction Initiatives	Completed repairs of 37 of 80 new vacant ready units as of 8/24/06.			
	Completed the move in of 18 families in the first week following 8/24/06.			
	Scheduled the completion of 130 units by 11/30/06			
Janitorial Services	Established Emergency Janitorial contracts for 17 developments and the creation of an invitation to bid for long term service			

Facilities Management	Submitted revisions of the Asset Management (AMP) sites to USHUD			
	Accelerated USHUD PIC revisions and reporting corrections			
	Initiated small roof repair contracts at the regional level associated with hurricane damage			
	Submitted MDHA request for elderly designation of properties occupied primarily by seniors			
Infill Housing				
New Processes and Procedures	Revision of the Infill Housing Ordinance and the development of an Administrative Order to establish consistent policies and procedures.	IHP1, IHP2	Draft of the Ordinance and Administrative Order	
	Established Affordable Housing Review Committee (AHRC)			
	Creation of a draft RFQ for the selection of qualified developers to develop the infill lots	IHP3	Draft of the Request for Qualifications (RFQ)	
	Held meeting with developers, industry representatives and related agencies that participate or have an interest in infill housing	IHP4	Copy of the agenda and a summary of the meeting minutes	
	Aggressive clearing of title liens on the infill lots			
	Revision of the County Deed to clearly define restrictions and reverter language	IHP5	Revised County Deed for Infill Properties	
	Requirement of all developers to sign a Declaration of Restrictive Covenants which specifies affordability period for all projects	IHP6	Declaration of Restrictive Covenants	
	Enhanced monitoring of project construction through a tracking system with milestones set for various stages of development			
Current Status of Bid and Conveyed Lots	Creation of a status report on all parcels conveyed through the Infill Housing Program	IHP7	Summary of Infill Lot Status/Summary by Developer	
	Initiated a process to reacquire title to undeveloped parcels			

Housing Development				
	Reestablish reporting of the Facilities Management and HOPE VI sections directly to the Interim Director of MDHA			
	Review of project budgets in coordination with OSBM, OCI and GSA			
	Coordinating the completion of hurricane roof repairs or routine roof replacements			
	Undertaking \$13 million rehabilitation and modernization projects which include construction to make 5% of all housing units compliant with uniform federal accessibility standards (UFAS)			
	Creation of an Asset Management section			
Scott-Carver Homes HOPE VI Revitalization Program	Development of a streamlined contracting process			
	Awarded a contract for the demolition of the final 314 units			Completion of demolition is expected by March 2007
	Revised the financing structure for Phase II			
	Requested an extension from USHUD for the completion of the HOPE VI project to the year 2010			
Ward Towers ALF	Evaluated the status of Ward Towers construction and identified deficiencies			
	Developed a proposed close-out strategy to complete construction			Preparation of an item for Board of County Commission action to resolve open change orders and a reduction in tax credits

Development of New Housing at Existing MDHA Sites	Actively evaluating existing MDHA owned public housing sites and vacant land for redevelopment to increase the number of units on county owned property	HD1	List of properties under review for added housing construction	
New Administration Building for MDHA	Reviewed lease agreements with Hometown Station, Ltd., in consultation with GSA, AMS and the County Manager's Office			Preparation of a revised lease agreement for the Board of County Commissioners to terminate the lease for office space and related management agreements specific to the property
	Actively seeking alternative office space either through new construction either on MDHA property or other private property; through renovation of existing spaces or erection of temporary office trailers			Any planned move must be acceptable to the VCA that MDHA make its office buildings UFAS compliant. An UFAS cost analysis must be part of any cost proposal for a new administration building.
	Creation of the RFQ for the hiring of a consultant to prepare the Affordable Housing Master Plan			
	Developing feasibility studies for the approved GOB Housing projects and in addition determining the development of additional units at the sites and the sources of funding for the additional units			
	Creation of a draft RFA to disburse GOB funds earmarked for Preservation of Affordable Housing Units and Expansion of Home Ownership			
	Submit quarterly reports to the BCC updating progress on the production of affordable housing units			
Affordable Housing Development Opportunities				
	Prepared a draft scope of services to hire a consultant to assist in the preparation of the Miami-Dade County Housing Master Plan	AHD1	Draft scope of services document	

GOB Implementation	Development of an implementation plan for the effective use of the GOB program, including project evaluation tools	AHD2	Administration of the GOB affordable housing program	
		AHD3	Guidelines for proposals for GOB affordable housing program	
		AHD4	Policies and procedures for the resale of a house or rental development financed with GOB Affordable Housing Funds	
	Developing feasibility studies for each development already listed in the GOB to maximize development opportunities			
Transit-Oriented Development	Identified with MDTA's consensus, 13 sites along Metro-Rail that can become transit-oriented-developments (TOD)			Work with MDTA to create a competitive bid process to develop the sites listed in this report
SURTAX Fund Leveraging	Reviewing two options to maximize and fast track use of Surtax funds: option 1- issue Bonds secured by Surtax revenue and option 2- create an insurance/guarantee fund capitalized with Surtax			Recommend to the Board the best option to leverage Surtax revenue
Property Valuations	Developing a program to provide adjusted property assessment valuations for unsubsidized affordable/workforce rental properties that are subject to housing regulatory agreements			Provide public notice describing potential benefits available to owners of subject properties; receive and review housing regulatory agreements and terms; make determinations on land restrictions and record in public records
Community Outreach and Participation				
Miami-Dade Community Affordable Housing Strategies Alliance (CAHSA)	Creation of the Miami-Dade Community Affordable Housing Strategies Alliance (CAHSA)	CO1	Resolution-558-06 and list of member organizations	

	Developed affordable housing initiatives relationship model	Diagram 1	Flow chart of how various work groups will interact in the CAHSA process	
	Establishment of nine committees and fast track schedule of activities	CO2	List of committees and their missions	
	Organization of the first Housing Community Summit scheduled for November 11th			
Affordable Housing Resource and Information Center	Creation of the Affordable Housing Resource and Information Center			Identify all county, state and federal information components and programs for consolidation into the Information Center
	Creation of the Affordable Housing Clearinghouse			Develop 311 training program and knowledge base for full implementation on the portal and 311
Other Community Outreach Efforts	Engaged in public appearances and Spanish and English media talk show programs	CO3	List of public meetings and talk show appearances	
	Engaged the public in a series of public meetings	CO4	Copy of the meeting flyers and a list of comments made by the public at public meetings on the affordable housing issue and MDHA	
Housing, Economic Development and Community Support Services Restructuring				
	Proposed reorganization of Miami-Dade County Departmental Activities to Maximize Service Delivery of Housing, Development and Other Community Support Services			Explore realignments among critical county service providers to improve direct housing services, development processes and planning, and home ownership opportunities

